SPECIAL OCCASION. President Richard Nixon greets Secretary of Defense Melvin R. Laird and three new black general and flag officers during a recent meeting at the White House. The officers from left are: Rear Admiral Samuel L. Gravely Jr., United States Navy; Brigadier General Benjamin L. Hunton, Office, Chief Reserve Components, Department of the Army; and Brigadier General Cunningham C. Bryant, Adjutant General, District of Columbia National Guard.
(Official White House Photograph Released by the Department of Defense)

COMMANDERS DIGEST

DEPARTMENT OF DEFENSE • WASHINGTON, D.C.

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'DIRECTIONS '71': ALL-VOLUNTEER FORCE

U.S. Army To Feature Professionalism, Better Living

The United States Army believes the key to an All-Volunteer Force by July 1973 is as much an outlook or approach as it is anything else. The All-Volunteer Army is really an across-the-board concept that calls for proud professionals and a good place where a man can raise a family.

So went the thrust of a recent American Forces Radio and Television Service television panel discussion program which featured Lieutenant General George I. Forsythe, Special Assistant to the Army Chief of Staff for the Modern Volunteer Army.

Improving professionalism and improving the lives of soldiers are the real targets, the general indicated, saying when these improvements are made, "we will have a better Army, an Army that will attract and retain good men."

Under questioning by **Baltimore Sun** correspondent, Charles Corddry, and AFRTS-Washington correspondent, Air Force Staff Sergeant Hugh Morgan, on a "Directions '71" program, Gen. Forsythe pointed out that public acceptance of the Army as an institution is as important as increased pay and allowances. (The "Directions '71" programming is an AFRTS weekly 16mm film service for overseas commands.)

He said the Army, from Secretary of the Army Robert F. Froehlke and Army Chief of Staff General William C. Westmoreland on down, is committed to making Army life better and more challenging.

But he stressed, in his opinion, a lot more support and help and understanding will have to come from the American people to make good the All-Volunteer Force target date of July 1973.

Gen. Forsythe cautioned against over-optimism of this summer's whopping ten-fold increase of recruiting for the combat arms, up from a previous monthly average of 300 recruits, to a high of 3,000 a month. The Army still requires 6,500 volunteers for the combat

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NEW VOLUNTEER ARMY

(Continued From Page 1)

arms each month, he said, also pointing out the summer months are the best for recruiting.

A follow-up question—Could this tenfold increase be attributed to the recent Army TV advertising campaign?—was addressed to Army Sergeant First Class Edward McGinnis, who appeared on the program to give the non-commissioned officers' point of view. Sgt. McGinnis said he felt the men now volunteering were doing so as true careerists, looking at the Army as the work of a lifetime, not as "an obligation to fulfill and go back home and be the man on the block."

The sergeant said he believed that, as the President winds down the war in Vietnam, the combat arms are going back to what they were in 1960, a place where you learn a profession to stay in, not to get out.

Far-Ranging Discussion

The far-ranging discussion covered the many facets of the All-Volunteer Force, such as the question: Isn't the Army's twin goals of professionalism, on one hand, and better living conditions, on the other, a contradiction in terms?

It is not a real issue, indicated Gen. Forsythe. His view was that adverse aspects are associated with Army life and not with professionalism.

The general rejected any suggestion that the Army is on the verge of collapse, but he was prompt in saying "the Army has some very real, very big problems." These he saw as the result of stretching the Army to its limits by fighting a long war without mass mobilization. He also acknowledged that the Army faces the same social problems as those found in American society as a whole.

In this regard, Army Captain Barry McCaffery, who appeared on the program to give the junior officer's viewpoint, said that from the standpoint of technical competence, the officer corps today is the best the Nation has ever had.

The AFRTS "Directions '71" program turned to a "backlash" issue: Do senior Army NCOs resent today's young man who wants to receive more than orders, to know the reason why? Sergeant McGinnis said he felt in the case of the senior NCO it depended on the individual, but he conceded some of the newer NCOs have missed normal Service education and training because of the war and may react otherwise. As for himself, he said he had no trouble in responding to soldiers.

The question was then put into the combat context. If the asking "why" of orders becomes a habit, won't combat operations go down the drain? Gen. Forsythe said that combat operations are no time to take votes and that rap sessions to improve communications between NCO and lower grades belong to training phases. The general elaborated, a man doesn't charge up a hill to support some policy of the United States. "He does it first of all because he feels confident in himself," he said. "He also has to feel that the outfit counts on him."

Professional Issue

Yet another professional issue relating to the All-Volunteer Army came up. It was training: Specifically, would the Army make it any different, make it less dull?

Sgt. McGinnis pointed out that the Army of today trains the conscript and the true volunteer, simultaneously. Speaking as an NCO, Sgt. McGinnis indicated that he would like to train an all-volunteer recruit company, saying training could be energetic and accelerated.

As for making training less tedious, Gen. Forsythe said the Army already is doing this. He first made it clear that Gen. Westmoreland already has sent to the field his basic policy that unit training should be localized. He said it basically boils down to this: "Who are we in Washington to tell you, captain, and sergeant, how to train your men?"

A Recent Example

Gen. Forsythe cited a recent example of this policy. A company commander at Ft. Bragg, North Carolina, recently loaded his company aboard Air Force C-141s on his own initiative, paradropped into Glacier National Park, Montana, spent two months there, and then came home. In Gen. Forsythe's opinion, the training may have not been accomplished in the manner laid out in a mimeographed training program but he stressed the unit came back a good company.

In the future, Gen. Forsythe indicated, the Army is not going to tell company commanders, platoon leaders, non-commissioned officers how to train their men; instead, the Department of the Army will say: Here is your mission. And, it will be up to unit leaders, who will be held accountable, to get the men ready.

Civic Leader To Head DACOWITS In 1972

Mrs. Estelle M. Stacy, noted civic leader and president of a Douglas, Wyoming, drilling firm, has been appointed to a one-year term as Chairman of the Defense Advisory Committee on Women in the Services (DACOWITS), beginning Jan. 1.

Mrs. Stacy will succeed Mrs. Helen K. Leslie of St. Petersburg, Fla., in the non-salaried post.

DACOWITS, composed of 50 prominent women from throughout the U.S., was established in 1951 by the then Secretary of Defense, General of the Army George C. Marshall. The committee promotes understanding of women in the Services, seeks public acceptance of career military service for women, and advises DoD concerning women in the armed forces.

Defense Secretary Melvin R. Laird was the keynote speaker Oct. 5 at the DACOWITS 20th anniversary banquet in Washington, D.C. In his address, Mr. Laird explained the concept and development of DoD's new participatory management program, a style of management that has moved away from excessive centralization of decision-making in the Office of the Secretary of Defense.

Since 1968, the number of women on active duty in the military services has increased by more than 4,000, or 12 per cent, at a time during which the total active military forces have been reduced by 25 per cent. During this period, five women have been promoted to the rank of brigadier general.

Army Worldwide Drug Conference Develops Broad 'Action' Program

The generals were there, along with civilians, doctors, captains, lawyers, colonels, and educators.

They met at Fort McNair in Washington, an Army post founded when "drugs" were unknown, and for three days discussed a problem that the President of the United States has termed "public enemy number one."

And, they left with a plan of action, a plan developed by the Department of the Army to locate, educate, and rehabilitate members who are drug abusers.

Dr. Jerome H. Jaffe, 37, Director of the White House's Special Action Office for Drug Abuse Prevention, told the assembled representatives at the Army Worldwide Drug Conference that all Americans must face the challenge of reducing the number of persons who become dependent on drugs, while at the same time, treating and rehabilitating those who have become drug abusers.

Listing as one of the goals President Richard Nixon has set forth in his plan to combat drug abuse as assurance that treatment is available to all drug users "when they want it and need it," the Nation's top drug expert said everyone must work toward a goal when no citizen will have to say he committed a crime to get drugs because treatment was not available.

Society's Problem

Administration officials recognize the drug problem in the military services is a reflection of the drug problem in the American society as a whole. At the same time, because military authorities have been able to bring to bear a disciplined approach to the drug abuse problem, the findings they make in the treatment of drug-dependent servicemen will be made available to civilian medical experts, such as those on the staff of Dr. Jaffe, so that the most effective methods of treatment may ultimately be discovered.

"Channeling this knowledge to civilian medicine" is a major way in which the military will be able to benefit society, Dr. Jaffe emphasized.

In response to the President's initiative in drug abuse in mid-June, the Department of Defense set up a four-point program. The first phase, identification of drug-addicted servicemen in Vietnam, brought to light 4,788 men who had been using drugs out of a total of 92,096 tested in three months. These men became part of the second phase, detoxification, before their return to the United States; and, the third phase, treatment, after they had returned to the U.S.

Fourth Phase

The fourth phase of the program was the development of a worldwide program of identification and treatment.

On Sept. 1, all overseas Army commands started testing personnel returning to the United States, according to Brigadier General Robert G. Gard, Director of Discipline and Drug Policies for the Department of the Army.

In addition, following the Department of the Army's master plan to combat drug abuse, all Army installations will be in a position to hold unannounced tests by Nov. 1—not only to identify those individuals who are using drugs, but also to serve as a deterrent to drug experimenters.

Representatives at the Army Worldwide Drug Conference were told the program was only one phase of the Army-wide program. In Vietnam, for instance, personnel departing for leaves in the U.S. were required to take the test on and after Aug. 15. This phase was followed by requiring tests for those departing for rest and recuperation, tests for soldiers on orders to go overseas, and tests for new soldiers entering the Army at reception stations.

Education and Rehabilitation

Education, a thorough understanding of the nature and limits of the exemp-

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DR. JAFFE

BRIG. GEN. GARD

Mr. Nixon Gives 'Personal Commitment'

President, Secretary Laird Speak To PW/MIA Families

The dinner event of its 1971 annual meeting Sept. 26-29 proved every bit as historic an occasion as members of the National League of Families of American Prisoners and Missing in Southeast Asia had dared hope.

Not only did Secretary of Defense Melvin R. Laird attend as scheduled in the role of principal speaker, but the President of the United States also appeared, offering the assembled PW/MIA families his moral support and his personal commitment to their problem.

The problem of obtaining the release of American PWs and full information about men who have died for their country in Southeast Asia but are listed simply as missing, he said, is a problem that has Presidential priority. Every possible lead in resolving it as a humanitarian issue—rather than a political question—is being pursued by the United States Government and will continue to be so pursued regardless of where a lead originates.

The League, chartered in May 1970, opened its national headquarters in Washington, D.C., the following month. The organization is the largest of many family and citizen organizations that have been formed in recent years to do what members could to bring about the release of American prisoners of war and to obtain full information about men listed by their military services as missing in action in SEA. There are now more than 1,600 men carried on Department of Defense rolls as either prisoners of war or missing in action.

The United States has diligently tried to clarify the ambiguities and unclear passages of the latest Communist offer at the Paris talks, presented July 1 of this year. However, President Nixon told some 500 assembled PW/MIA family members that Secretary of Defense Laird would "tell you what we have been doing, what we are doing, and what we hope to do with regard to the great objective in which all of you, and all of us, are interested."

Every negotiating channel, including many private ones, are being pursued toward this objective and, the President said, "I believe that we will eventually succeed in our goal."

At the same time, he cautioned families and friends of the PW/MIAs to prepare themselves to encounter again the tragedy of hopes raised only to be dashed. They must face this possibility, he said, because the United States is dealing with a savage enemy, one who has no concern for humanitarian ideals.

In a 15-minute address providing the latest in-depth updating of the United States position on American PW/MIAs and negotiations in Paris, Secretary Laird urged that the country continue the policy of focusing attention on the PW/MIA issue.

As long as Americans are held prisoner in SEA, as long as Americans are missing in action and have not been properly accounted for, he said, all efforts must continue in keeping the issue before the public in this country and in the rest of the civilized world and to reinforce United States demands for these men.

The Secretary said that the United States will persist in its efforts to obtain full information about the missing men. The Government is not satisfied with any list so far released of those held prisoner and of the deceased.

Secretary Laird called lists, previously released by Communist spokesmen, incomplete. He also emphasized that no information has been released by the Viet Cong and Pathet Lao.

He said the United States continues to stand by all the proposals that its spokesmen have made relating to the exchange and the release of prisoners. The government urges, particularly, that the sick and wounded be released immediately.

Secretary Laird dealt briefly, but forthrightly, with the difficulty of interpreting the Communists' proposal set

AMERICAN PRISONERS OF WAR AND MISSING IN ACTION IN SOUTHEAST ASIA (as of Oct. 1, 1971)

By Country	Missing	Captured	Total
In North Vietnam	407	378	785
In South Vietnam	488	82	570
In Laos	251	3	254
TOTALS	1,146	463	1,609

By Service	Missing	Captured	Total
Army	384	63	447
Navy	108	143	251
Marine Corps	92	23	115
Air Force	562	234	796
TOTALS	1,146	463	1,609

STATISTICAL RECAPITULATION BY YEAR LOST

	1964	1965	1966	1967	1968	1969	1970	1971	Total
Missing	4	54	206	247	284	200	92	59	1,146
Captured	3	74	93	162	113	11	4	3	463
TOTALS	7	128	299	409	397	211	96	62	1,609

forth July 1 in Paris. Many Americans have claimed, on the basis of direct and indirect contact with the North Vietnamese, that Hanoi is willing to be flexible on the matter of separating the PW/MIA issue from such questions as a political settlement in South Vietnam. Yet, whenever spokesmen for the U.S. delegation in Paris have pressed Hanoi's representatives for clear-cut explanations, they have received no response or responses veiled in ambiguity. Secretary Laird said the question of the true meaning of Hanoi's latest proposal has been pressed for time and time again, always with evasive results or no reply at all.

During Plenary Sessions Sept. 16 in Paris, the North Vietnamese restated their position—this time in the hardest possible terms—indicating that their July 1 proposal was a single package. Such action apparently repudiates the assertions and the reports made by some Americans who see flexibility in the Communists proposal, the Secretary emphasized.

Unproductive results continue. These are produced by Hanoi's inflexibility coupled with its failure to abide by the most rudimentary humanitarian standards.

Questions of particular concern to PW/MIA families, which are still unanswered by Hanoi's representatives, are these: Does the promised release of prisoners mean all prisoners or only those whom Hanoi has admitted it holds in North Vietnam? What about the other American prisoners, including those held in South Vietnam, Laos, or elsewhere? What about the missing? Will they be accounted for? Without such an accounting, it would be impossible to know whether any list of prisoners is complete.

Efforts on behalf of men held prisoner in SEA and of men listed as missing, but who did, in fact, give their lives for their country, will not cease. Every resource of the Nation's Government, Secretary Laird promised in sustaining President Richard Nixon's earlier commitment, will be employed to speed the day when the waiting will end for the families and friends of the more than 1,600 American PW/MIAs.

Virginia Rules Permanent Registration For Voting, Effects Nov. 2 Balloting

During the 1971 session of the General Assembly of Virginia, legislation was passed to effect statewide permanent registration for voters.

Prior to this enactment, registration had been waived for members of the armed forces while in the active service.

All those servicemen and women and their spouses should take immediate steps to accomplish permanent registration.

Registration by mail is permitted.

November 2, 1971, Election

Persons requesting an absentee ballot for the Nov. 2, 1971, statewide general election, should note on the Federal Post Card Application (FPCA) for absentee ballot that "Registration Is Requested."

Those who have already requested a ballot for the 1971 general election and are not registered, election officials will send the registration forms along with the ballot.

Registration, and application for absentee voter's ballot, may be accomplished by sending an FPCA to:

General Registrar of (County/City of Residence)
Court House/City Hall
County Seat/City
Virginia (ZIP CODE)

Foreign Currency Related To Dollars

Some Overseas Allowances May Rise

Some American Servicemen overseas may soon find that their Housing and Cost of Living Allowances (HOLA and COLA), along with travel per diem allowances (TLA) overseas, have been increased to reflect appreciation in a foreign currency in relation to the dollar.

Increases would result from a recent ruling by the Cost of Living Council, which determines policy regarding the President's 90-day wage-price freeze.

The Council concluded that compensation paid abroad in dollars to Americans working abroad for U.S.-incorporated companies—including the Department of Defense—may be increased to reflect appreciation in a foreign currency in relation to the dollar, which occurred after Aug. 14, 1971.

The Council ruled that compensation —including base salary or any allowances, such as hardship allowances— may not be increased beyond its foreign currency value before the suspension of the gold convertibility of the dollar.

Increases in allowances which occur as the result of normal cost of living increases overseas are not authorized.

Appropriate increases in allowances may be made retroactively effective to—but not prior to—Aug. 15, as is equitable to both the serviceman and the Government.

Amounts of increase, to be determined by economic analysts, will be announced later.

DRUG TALK. Gen. Westmoreland stresses his views at the important Army Worldwide Drug Conference held at Fort McNair in Washington. (See story on page 3).

General Elections Slated In Six States, D.C.

Although 1971 is considered an "off year" for elections, several States are having State-wide elections.

The chart below shows the offices to be filled in the various States and the District of Columbia during 1971. A brief summary of the procedure for absentee voting by members of the military services is also shown.

If questions should arise on procedures, contact the unit voting officer for more complete information. The Federal Post Card Application (FPCA), Standard Form 76, may be obtained from the unit voting officer.

Many of the States not listed are holding elections for municipal, city, and/or county offices only.

Information about these elections may be obtained by writing to the County Clerk, county of residence.

STATES WITH STATEWIDE ELECTIONS IN 1971

(Current as of October 15, 1971)

STATE	ELECTION DATES	OFFICES TO BE FILLED	FOR ABSENTEE VOTING
KENTUCKY	General Nov. 2	Governor, Lt. Governor, Secretary of State, Treasurer, Attorney General, State Auditor, Superintendent of Public Instruction, Clerk of the Court of Appeals, State Senators, and State Representatives.	*Contact*: County Clerk, county of residence. *Register:* 20 days before election. *Request Ballot:* Not later than 20 days before election. *Voted Ballot:* Must reach polls before they close.
LOUISIANA	1st Primary Nov. 6 2d Primary Dec. 18 General Feb. 1, 1972	Governor, Lt. Governor, Secretary of State, Attorney General, Treasurer, Comptroller, State Supt. of Public Education, Register of State Land Office, Commissioner of Agriculture, Commission of Insurance, State Custodian of Voting Machines.	*Contact:* Clerk of District Court, Parish of residence. *Register:* At least 30 days before election. *Request Ballot*: Between 60 days and 7 days before election. *Voted Ballot:* Must reach polls by election day.
MISSISSIPPI	General Nov. 2	Governor, Lt. Governor, Secretary of State, Attorney General, State Treasurer, Auditor of Public Accounts, Supt. of Public Education, Commissioner of Agriculture & Commerce, Commissioner of Insurance, Land Commissioner, Supreme Court Clerk, Highway Commissioners (3), Public Service Commissioners (3), District Attorneys, State Senators, State Representatives, County Prosecuting Attorneys, Sheriffs, in some counties Tax Collector, Chancery Clerks, Circuit Clerks, County Supts. of Public Education, County Tax Assessors (Tax Collector), Coroners and Rangers, County Surveyors, Members of Boards of Supervisors, Justices of Peace, Constables.	*Contact:* Clerk of District Court, parish of residence. *Register:* 4 months before election. *Request Ballot:* 60 days before Primary; 30 days before General. Note: Only one application needed for all elections in any year. *Voted Ballot*: Must be received by canvass day (day of final official count of ballots).

STATE	ELECTION DATES	OFFICES TO BE FILLED	FOR ABSENTEE VOTING
NEW JERSEY	General Nov. 2	40 members of State Senate, 80 members of General Assembly. Vacancy in Senate District 4B: Special Primary on Feb. 16; Special General Election on March 2.	*Contact:* County Clerk, county of residence. *Register:* Military service voters not required to register; all others must register in person. *Request Ballot:* Anytime before election. *Voted Ballot:* Must reach polls on or before election day.
PENNSYLVANIA	General Nov. 2	Justice of the Supreme Court (2).	*Contact:* County Clerk, county residence. *Register:* Military service voters not required to register; others may register by mail before election. *Request Ballot:* Anytime before election. *Voted Ballot:* Must reach polls by the Friday preceding election.
VIRGINIA (See story on page 5)	General Nov. 2	Members of the General Assembly, County Constitutional Officers, Sheriffs, Attorney for the Commonwealth, Commissioner of Revenue, and Treasurer.	*Contact:* General Registrar, county of residence. *Register:* Members and spouses voters may register by mail; others must register in person. *Request Ballot:* At any time before election for military service voters; others between 90 and 10 days before election. *Voted Ballot:* Must reach polls on or before election day.
DISTRICT OF COLUMBIA		Delegate to House of Representatives.	*Contact:* Board of Elections, District of Columbia, 20004. *Register:* At least 45 days before election; up to 30 days before election in person. *Request Ballot:* If permanently registered, 15 days before election; if registration is temporary by FPCA, absentee ballot will be sent automatically. *Voted Ballot:* Must reach polls on day of election.
	General Nov. 2	Members of the District of Columbia Board of Education.	

If there are any questions on how to register, request ballot, or return ballot, contact the unit voting officer.

DRUG CONFERENCE

(Continued From Page 3)

tion program, and effective rehabilitation were subjects that the Army's top drug man recommended to command representatives to help solve the drug abuse problem.

On the second day, participants took part in a panel on the role of law enforcement and the Army's exemption program. They also viewed the Third Infantry Division's drug abuse prevention skit on film, and listened to Dr. Helen Nowlis of the Department of Health, Education, and Welfare, and Prof. David A. Deitch of the University of California at San Diego, discuss the role that educators can play in the study of the drug abuser and his motives.

On the evening of the second day, Senator Harold E. Hughes, (D., Iowa), was the featured speaker at a banquet in the Fort McNair Officers Open Mess.

The senator, Chairman of the Senate Armed Services Committee's Subcommittee on Drug Abuse in the Military, told the diners of a recent visit to Southeast Asia by a team from his subcommittee.

'Entire Society'

Pointing out that "our entire society, both civilian and military, is confronted with a gigantic, cancerous problem that must be controlled," the senator told his military audience that "the Army should be given immense credit for the way you have put your teeth into the program and for the solid accomplishments you have registered thus far."

The identification and detoxification phases of the military's drug problem are only the first leg of what has to be done, the senator continued, adding, "It has been our viewpoint from the beginning that the offensive against drugs in the armed services is a responsibility that the line officers themselves would have to shoulder. Medical and other professional staffs are indispensable, but the commanding officers must provide concerned and involved leadership."

Pinpointing the problem further, Senator Hughes said that leadership at the command levels must be filtered down to the top levels of the company commanders and the non-commissioned officers, adding, "the attitude of those in lower echelon command is absolutely the key to the success of the program."

The senator's staff members reported after their Southeast Asian trip that the quality of leadership made the difference between effective and lackluster programs, and Senator Hughes recommended to the assembled Army audience there be room in command programs for flexible and imaginative approaches on the part of all commanders.

Chain of Command

Communication up and down the chain of command is one way to get at the root of the emotional forces that trouble young people, the Iowa senator told his audience, stressing that the company commander and the non-commissioned officer are in unique positions to achieve this kind of communication and trust.

Senator Hughes made the strong point that drug abuse in the United States is a phenomenon of "our total society" and "was not invented by the armed services, contrary to the viewpoint held by some civilians."

"Prevention is the answer for the future," according to the last speaker. He was General William C. Westmoreland, Chief of Staff of the United States Army.

And, like all of the previous speakers, he included alcohol in his list of drugs that are being abused by Americans today.

To combat the menace of the abuse of any and every drug, participants left the conference with more than 100 pages of plans and programs that the Department of the Army had published for field use.

With the words of Gen. Westmoreland in mind—"the Army takes care of its own"—representatives of the Army's major commands went back to start their own comprehensive, but flexible, approaches to the problem of drug abuse.

COMMANDERS DIGEST

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DISTINGUISHED VISITOR. Lieutenant General Manuel Diez-Alegria Gutierrez, left, Chief of the High General Staff, Spanish Armed Forces, receives the Legion of Merit from Admiral Thomas H. Moorer, USN, Chairman of the Joint Chiefs of Staff, during a full honors ceremony Oct. 8 at the Pentagon. While in Washington, Gen. Diez-Alegria was the guest of Adm. Moorer and met with Defense Secretary Melvin R. Laird and other high American Defense Department officials. (DoD Photo)

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